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SUMMARY OF EVALUATION RECOMMENDATIONS AND MANAGEMENT RESPONSE— THEMATIC EVALUATION OF SPECIAL OPERATIONS

This document should be read in conjunction with document
“Summary Report of the Thematic Evaluation of Special Operations”
(WFP/EB.3/2002/6/2).

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OEDE RECOMMENDATION (JULY 2001)	ACTION BY OFFICE/UNIT	MANAGEMENT RESPONSE AND ACTION TAKEN (AUGUST 2002)
<p>1. Consideration should be given to keeping only two kinds of SOs, namely:</p> <ul style="list-style-type: none"> ➤ Infrastructure operations for major, cross-operational, logistics obstacles: This category could cover major infrastructure activities that go beyond the logistics component of an underlying operation, that concern a whole region and a large number of benefiting operations, and that can be considered distinct projects given that their impact will continue for many years after the SO is completed. An example is the Djibouti port works. ➤ Inter-agency coordination operations (passenger air services, telecommunications, joint logistics management or coordination services). This category should include the inter-service management of complex relief operations. 	<p>OT in consultation with OED, OD, SP and FS</p>	<p>This recommendation is being taken into consideration in light of recent recommendations from a further external review of WFP's Special Operations (SOs) that was carried out from May to August 2002. That review took into account donor and agency perspectives.</p> <p>OT agrees that infrastructure interventions need refinement in terms of narrowing the scope to emergency repairs only. However, it should be stated that there are also operational support and logistics coordination activities that are specific to WFP. Limiting SOs to infrastructure and inter-agency support means that there is no recognition of this increasingly important role for SOs.</p> <p>With regard to the inter-agency coordination aspect, the extent of WFP's role will be discussed in an upcoming informal EB consultation as well as in inter-agency mechanisms such as the Inter-Agency Standing Committee (IASC).</p>
<p>2. In certain cases it may be possible to include smaller-scale special logistics needs under the plan and budget (i.e. ODOC) of the core relief operation, rather than setting up a separate SO. This should be considered on a case-by-case basis.</p>	<p>OT, in consultation with OED, OD, SP and FS</p>	<p>OT agrees that smaller-scale logistics interventions, particularly minor road repair, can be included in EMOP/PRRO budgets under LTSH or ODOC. The norm would probably have to be proportional to the overall tonnage/value of the EMOP/PRRO and not an absolute amount; it should not unduly distort LTSH/ODOC costs per mt. OT, in collaboration with other units, will explore criteria for establishing a threshold.</p>
<p>3. Although some guidance does exist (e.g. in the Programme Design Manual [PDM]), the evaluation mission recommends that comprehensive operational procedures and guidelines be issued. Such procedures should include:</p> <ul style="list-style-type: none"> ➤ a more precise official definition of what is or could become a Special Operation, including the criteria required to qualify for an SO; ➤ stricter assessment parameters; ➤ identification, definition and application of performance indicators, with a distinction between key performance indicators at the senior management level and tactical performance indicators for the field; 	<p>OT, in consultation with OD, FS and OEDE</p>	<p>OT agrees that more rigorous operational guidelines can be produced for SOs; they will be included in the 2003 work plan. As an interim measure, temporary updated guidance material will be reflected in the new launch of the Programme Design Manual.</p> <p>A more precise definition will be developed after the consultations following the SO review.</p> <p>The need for stricter assessment parameters is noted.</p> <p>Performance indicators will be developed as part of OTL's results-based management (RBM) programme, which is under development.</p>



OEDE RECOMMENDATION (JULY 2001)	ACTION BY OFFICE/UNIT	MANAGEMENT RESPONSE AND ACTION TAKEN (AUGUST 2002)
<ul style="list-style-type: none"> ➤ guidelines that include definitions for requirements, cost-efficiency/cost-benefit calculations and budget calculation; ➤ forms or templates for proposal drafting, budget calculation, cost calculation, interim reporting, final reporting and financial reporting; and ➤ guidelines on field monitoring and evaluation of SOs. 		<p>The issue of cost-benefit analysis is complex and requires further internal deliberation as to what is feasible for the different types of operations.</p> <p>The need for templated reporting is agreed; work has started to develop a standard.</p> <p>Guidelines on field monitoring and evaluation of SOs are noted; assistance will be sought from OEDE.</p>
<p>4. Training sessions for implementing the procedures should be foreseen.</p>	<p>OT, in consultation with HRC</p>	<p>OT agrees that it is essential to undertake dissemination and training to ensure integration of the SO programme category into corporate approaches.</p> <p>Once updated guidelines on SO have been incorporated into the PDM/transport manual/OT CD-ROM and other relevant manuals and self-learning tools, consideration will be given to the development of training sessions to target the wide range of staff.</p> <p>OT, in close consultation with HRC, will explore the feasibility of integrating an SO module into corporate training sessions.</p>
<p>5. Modern means of communication should be used that allow for digital pictures and maps. Fully illustrated and regularly updated web pages for each operation would facilitate reporting and improve presentation to donors, thus triggering higher donor interest and avoiding dry reporting. Donor interest could be monitored by recording the number of hits on the web page.</p>	<p>OT, in consultation with RE and ICT</p>	<p>The use of digital imagery and innovative information management (IM) techniques is noted and is already in place in the context of the SO 10193 for Afghanistan (for the United Nations Joint Logistics Centre [UNJLC] component—ww.unjlc.org) and SO 10204 for Southern Africa (www.wfpReLogs.org).</p>